

Item Means and Standard Deviations for Civilian Supervisors

Descriptive Statistics^a

	N	Mean	Std. Deviation
1. The personnel office keeps me informed about the status of personnel actions.	3040	2.73	1.28
2. The staff who provide personnel services have a good understanding of my work unit's operation and mission.	3031	2.73	1.25
3. The personnel office refers candidates for vacancies in a reasonable amount of time.	2871	2.56	1.26
4. The personnel office refers high quality candidates for vacancies.	2866	2.76	1.10
5. The personnel office treats people courteously.	3030	3.67	1.01
6. The personnel office keeps people informed about important changes in personnel rules and benefits.	3078	3.00	1.22
7. I have no problems finding or getting access to the appropriate personnel office staff member to get the information or service I need.	3078	2.90	1.30
8. The staff of the personnel office acts with integrity.	2982	3.49	1.06
9. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on processing personnel and pay actions (e.g., promotions, within-grade increases, tax withholding, benefits).	3022	3.13	1.22
10. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on recruitment.	2740	2.59	1.18
11. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on job classification.	2697	2.77	1.16
12. Based on your recent experiences with the personnel office, rate overall quality and timeliness of service on advising on reorganizations.	2361	2.69	1.15

Descriptive Statistics^a

	N	Mean	Std. Deviation
13. Based on your recent experiences with the personnel office, rate overall quality and timeliness of service on handling reduction-in-force.	1968	2.91	1.17
14. Based on your recent experiences with the personnel office, rate overall quality and timeliness of service on planning and projecting human resource needs.	2155	2.57	1.10
15. Based on your recent experiences with the personnel office, rate overall quality and timeliness of service on counseling employees on issues such as benefits (e.g., health, retirement), leave, hours of work, and worker's compensation.	2873	3.00	1.18
16. Based on your recent experiences with the personnel office, rate overall quality and timeliness of service on discipline, complaints, and performance management.	2634	3.01	1.14
17. Based on your recent experiences with the personnel office, rate overall quality and timeliness of service on training.	2843	3.00	1.11
18. Based on your recent experiences with the personnel office, rate overall quality and timeliness of service on awards.	2854	3.04	1.10
19. Based on your recent experiences with the personnel office, rate overall quality and timeliness of service on labor relations.	2432	3.08	1.12
20. Overall, the quality and timeliness of service given by the personnel office is:	3006	2.87	1.11
21. My job makes good use of my abilities.	3104	3.82	1.13
22. I frequently think about quitting my job.	3060	2.47	1.34
23. I find my work challenging.	3102	3.91	1.05
24. I am often bored with my job.	3070	1.96	1.12
25. All in all, I am satisfied with my job.	3107	3.70	1.15

Descriptive Statistics^a

	N	Mean	Std. Deviation
26. I would recommend that others pursue a career as a civilian with the Federal government.	3103	2.94	1.34
27. I would recommend that others pursue a career as a civilian with the Army.	3092	2.77	1.33
28. I would recommend that others pursue a career as a civilian with this organization.	3088	2.73	1.36
29. My supervisor clearly outlines the goals and priorities for my work.	3047	3.22	1.27
30. My supervisor lets me know how well I am doing my work.	3062	3.37	1.24
31. My supervisor gives me the support and backing I need to do my job well.	3075	3.48	1.31
32. My supervisor has a strong interest in the welfare of his/her employees.	3066	3.45	1.31
33. My supervisor is competent in handling the technical parts of his/her job.	3042	3.69	1.19
34. I feel free to go to my supervisor with questions or problems about my work.	3077	3.81	1.22
35. My supervisor keeps me informed about matters affecting my job and me.	3074	3.46	1.29
36. My supervisor provides me with career counseling.	2989	2.79	1.31
37. Management is competent.	3078	3.30	1.19
38. Management treats employees with respect and consideration.	3083	3.24	1.23
39. Management makes timely decisions.	3081	2.85	1.23
40. Management rewards employees who show initiative and innovation.	3062	2.94	1.27
41. Management keeps employees informed.	3084	3.04	1.23
42. Employees at this installation have an equal chance to compete for promotions.	3016	3.10	1.27
43. When promotions are made at this installation, the best qualified people are selected.	2979	2.84	1.19
44. Employees at this installation are treated fairly with regard to job placements and promotions.	2987	2.96	1.20

Descriptive Statistics^a

	N	Mean	Std. Deviation
45. I am satisfied with the processes used to fill vacancies at this installation.	3006	2.64	1.20
46. The quality of candidates referred to me for vacancies in my work unit is high.	2744	2.84	1.10
47. How much authority do you have to carry out writing or changing job descriptions (i.e., classifying jobs).	2865	2.25	.77
48. How much authority do you have to carry out recruiting and selecting employees.	2891	2.27	.72
49. How much authority do you have to carry out changing the organizational structure of my work unit.	2910	1.97	.82
50. How much authority do you have to carry out assigning work to subordinates.	3036	2.82	.44
51. How much authority do you have to carry out evaluating work performance.	3038	2.80	.47
52. How much authority do you have to carry out giving monetary and honorary performance awards.	2987	2.31	.71
53. How much authority do you have to carry out firing people.	2682	1.81	.80
54. How much authority do you have to carry out approving leave requests/controlling employee absences.	3032	2.80	.48
55. How much authority do you have to carry out taking disciplinary action.	2936	2.44	.67
56. How much authority do you have to carry out taking action to improve substandard performance.	2980	2.47	.64
57. How much authority do you have to carry out getting employees the training they need.	3020	2.29	.67
58. How much authority do you have to carry out changing work processes or methods.	3017	2.44	.66
59. I have had enough leadership training (e.g., directing subordinates, team building) to be an effective leader.	3086	3.83	1.06

Descriptive Statistics^a

	N	Mean	Std. Deviation
60. I have had enough training in civilian personnel administrative procedures.	3065	3.18	1.17
61. I am able to get timely and quality training for my subordinates.	3007	3.12	1.16
62. When I do a good job, it is recognized.	3098	3.20	1.21
63. When awards are given, they go to the most deserving people.	3043	2.93	1.20
64. Employees at this installation are treated fairly with regard to awards.	2981	2.89	1.20
65. If I perform my job especially well, I will receive an award.	3028	2.97	1.23
66. Managers/supervisors deal effectively with reports of prejudice and discrimination.	2830	3.57	1.13
67. If I complained of discrimination, it would be held against me.	2771	2.70	1.17
68. Nonminority employees often get preferential treatment over minority employees.	2918	2.19	1.10
69. Minority employees often get preferential treatment over nonminority employees.	2938	2.72	1.24
70. Male employees often get preferential treatment over female employees.	2961	2.36	1.11
71. Female employees often get preferential treatment over male employees.	2962	2.50	1.12
72. At this installation, physical conditions (e.g., noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well.	3097	3.44	1.18
73. Programs that encourage good health practices are supported here (e.g., fitness centers, health education programs).	3071	3.51	1.14
74. Employees are protected from health and safety hazards on the job.	3077	3.80	.96
S1. I have used position descriptions from the on-line PD Library to establish new positions or to redescribe work of existing positions.	3049	1.84	.37

Descriptive Statistics^a

	N	Mean	Std. Deviation
S2. The PD Library contains a sufficient range of position descriptions such that I can find one that describes the work of my organizational unit.	526	2.97	1.15
S3. The PD Library contains clear instructions on its use.	525	3.34	.99
S4. Using a position description from PD Library makes it easy to write new or revise existing position descriptions.	523	3.57	.95
S5. The quality of position descriptions developed using PD Library is better than it was before we had PD Library.	504	3.48	.96
S6. I have used COREDOC to establish new positions or to redescribe work of existing positions.	3020	1.92	.26
S7. COREDOC contains clear instructions on its use.	253	3.13	1.10
S8. It is easier to classify jobs using COREDOC than it was before we had COREDOC.	253	3.41	1.06
S9. Using COREDOC makes the classification process go faster.	254	3.27	1.15
S10. The quality of position descriptions developed using COREDOC is better than it was before we had COREDOC.	254	3.17	1.14
S11. PERSACTION/PERSACT is an automated tool that allows managers to initiate and track the status of personnel actions. Have you used it at this installation?	2994	1.77	.42
S12. The personnel staff does a good job of keeping PERSACTION/PERSACT updated so I can track the status of personnel actions.	678	3.40	1.10
S13. I have had enough training to use PERSACTION/PERSACT effectively.	689	2.97	1.16
S14. It is easier to initiate and track personnel actions using PERSACTION/PERSACT than it was before we had the automated system.	673	3.41	1.14

Descriptive Statistics^a

	N	Mean	Std. Deviation
S15. I have used an automated system (e.g., RESUMIX, CARS (Civilian Applicant Referral System)) at this installation for filling non-career program vacancies.	3059	1.87	.34
S16. I have had enough training to use the automated system effectively for filling vacancies.	405	2.77	1.16
S17. It is easier to fill vacancies using the automated system than it was before we had an automated system.	391	2.74	1.20
S18. The quality of people referred to me for vacant positions using the automated system is better than it was before we had the automated system.	371	2.39	.99
S19. The timeliness of referral is better using the automated system than it was before we had the automated system.	375	2.53	1.21
S20. I have access to a computer at work.	3089	1.04	.20
S21. The computer I use at work can access the Internet/World Wide Web.	2965	1.13	.39
S22. The Army has created a civilian personnel home page on the Internet/World Wide Web called Civilian Personnel On-Line (CPOL) (www.cpol.army.mil). How many times have you accessed it in the last 12 months?	2614	2.65	1.51
S23. I find the information on the Civilian Personnel On-Line (CPOL) home page useful.	1644	3.87	.70
S24. I find the information in the PERMISS (Personnel Management Information and Support System) section of CPOL useful.	1217	3.58	.73
S25. I have used the automated Regional Application module to track information about my employees (e.g., last within-grade increase, performance rating history, awards history).	3013	1.90	.30

Descriptive Statistics^a

	N	Mean	Std. Deviation
S26. I have had enough training to use the automated Regional Application module effectively to track information about my employees.	342	3.17	1.11
S27. It is easier to track information about my employees using the Regional Application module than it was before we had this automated system.	331	3.71	1.00
S28. I have used the automated TRAIN module to review courses/apply for training.	3064	1.95	.22
S29. I have had enough training to use the automated TRAIN module effectively.	170	3.03	1.11
S30. It is easier to obtain information about courses or to apply for training using the TRAIN module than it was before we had this automated system.	162	3.14	1.17
S31. I have used the on-line Resume Builder to apply for jobs or respond to data calls.	3047	1.93	.26
S32. Resume Builder contains clear directions on its use.	221	3.43	1.04
S33. Resume Builder makes it easier to apply for jobs than before we had Resume Builder.	220	3.41	1.18
S34. The personnel office provides timely information on changes to personnel rules and benefits that affect me and my job.	3023	2.92	1.14
S35. The personnel office provides complete and accurate information on changes to personnel rules and benefits that affect me and my job.	3016	2.90	1.14
S36. I have received sufficient information on the reorganization of civilian personnel operations into regional centers.	2986	2.85	1.16
S37. I am kept informed on personnel issues affecting my job and me.	3046	2.92	1.15

Descriptive Statistics^a

	N	Mean	Std. Deviation
S38. Differences among individuals (for example, gender, race, national origin, religion, age, cultural background, disability) are respected and valued at this installation.	3026	3.67	.99
S39. Managers/supervisors/team leaders work well with employees of different backgrounds.	3039	3.75	.94
S40. Army managers and supervisors capitalize on the creative and valuable input offered by employees due to their varying backgrounds, experiences, and cultures.	2966	3.32	1.08
S41. During the last 12 months, have you been sexually harassed while working for the Army?	3077	1.97	.17
S42. If you were sexually harassed, did you report the incident?	89	1.63	.49
S43. If you reported the incident, was any action (e.g., investigation) taken?	33	1.64	.60
S44. New practices and ways of doing business are encouraged at this installation.	3035	3.41	1.14
S45. Management seeks my ideas and opinions before making important decisions affecting my work.	3064	3.07	1.27
S46. I trust my supervisor/team leader.	3059	3.45	1.27
S47. I have the decision-making authority I need to do my work.	3075	3.61	1.15
S48. 'Red tape' and unnecessary rules/regulations do not interfere with the timely completion of my work.	3074	2.65	1.24
S49. Rules and regulations have been significantly simplified where I work.	3039	2.62	1.13
S50. Efforts to reengineer work have made this installation more efficient.	2951	2.70	1.16
S51. Have you had a problem with your pay (e.g., getting your check sent to the right place, receiving the correct amount) this year?	3078	1.86	.35

Descriptive Statistics^a

	N	Mean	Std. Deviation
S52. Was the problem resolved before your next pay period?	428	1.79	.41
S53. I understand the role played by the Civilian Personnel Advisory Center (CPAC) in the regionalization of functions performed by the civilian personnel office.	3069	1.43	.49
S54. I understand the role played by the Civilian Personnel Operations Center (CPOC) in the regionalization of functions performed by the civilian personnel office.	3066	1.45	.50
Valid N (listwise)	0		

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